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Indian Oil and Gas Canada

Annual Report 2002-2003



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CORPORATE PROFILE



The Department of Indian Affairs and Northern Development (DIAND), created in 1966, is entrusted with fulfilling the legal obligations of the federal government to Aboriginal people as outlined in treaties, the Indian Act and other legislation. Natural resources on First Nations lands, including oil and gas, are managed through this department. To meet the increasing demands of oil and gas activity, DIAND created Indian Oil and Gas Canada in 1987, replacing Indian Minerals West.

Indian Oil and Gas Canada is a branch within DIAND similar to one of its regional offices with dual reporting directly to the Deputy Minister and Assistant Deputy Minister, Lands and Trust Services (LTS). IOGC's singular focus on oil and gas management and the necessary links to the department's Lands and Trust Services branch, has meant that IOGC reports to the Assistant Deputy Minister, LTS on day-to-day issues.

This said, IOGC requires, and has been given, the relative authorities required to fulfill obligations to First Nation clients on timelines compatible with the greater oil and gas community. IOGC was granted Special Operating Agency (SOA) status in 1993 to give it the flexibility to work as a business-oriented organization within the dynamic and often volatile environment of the Canadian oil and gas industry.



MESSAGE FROM THE CEO



2002-2003 was another busy and challenging year at Indian Oil and Gas Canada (IOGC). As in recent years, ongoing operations continued at quite a pace, reflecting industry trends. In addition, special initiatives such as the oil and gas management initiative and changes to the Indian Oil and Gas Act and Regulations moved full steam ahead.

With a continuing focus on daily operations, IOGC issued 47 new mineral agreements to 22 different companies for a total of almost 85 thousand hectares during the year. These mineral agreements were issued on the lands of 15 different First Nations, 10 in Alberta and 5 in Saskatchewan, and earned them \$3.7 million in bonuses. As of March 31, 2003, IOGC administered 612 thousand hectares of land under 671 mineral agreements. An estimated one million hectares are available for exploration.

During the fiscal year, 23 exploratory programs were conducted, including two-dimensional and three-dimensional seismic plus a gravity survey. IOGC conducted environmental screenings for the exploratory programs as well as new surface and right of way agreements, for a total of 259 screenings during the fiscal year. The new agreements mean that IOGC now administers over 2600 active surface and right of way agreements.

Drilling activity on First Nation reserve lands remained strong with 159 new wells drilled during 2002-2003, and with most designated as either oil or gas by fiscal year end. The new wells increased the number of wells that IOGC administers to more than 1500. Royalties collected by IOGC on behalf of First Nations totalled \$174 million, almost the same as last year's total of \$177 million.

IOGC continued its pursuit of the goal of becoming a more modern regulator by again directing much time and resources to the process of amending the legislative and regulatory

framework that IOGC administers. IOGC continued its one-on-one consultations with First Nations, and also held two forums on legislative and regulatory amendments with all interested First Nation parties.

At the end of the fiscal year, the oil and gas management initiative, also known as the Pilot Project, neared the end of the second period of the Enhanced Co-Management Phase. Years of hard work have paid off as three First Nations - Blood, Siksika and White Bear - prepare to enter the third period of the Enhanced Co-Management Phase, which will allow potential realization of the ultimate goal of full management and control of their oil and gas resources.

Strater J. Crowfoot
Chief Executive Officer
& Executive Director



IOGC CO-MANAGEMENT BOARD

Indian Oil and Gas Canada (IOGC) operates under the direction of a Chief Executive Officer/Executive Director who participates as a member of the nine-member Board of Directors. The Board was established in 1996 by the signing of a Memorandum of Understanding (MOU) between the Minister of Indian Affairs and the Indian Resource Council (IRC). The MOU established a Board of Directors to initially co-manage IOGC operations, focusing on areas of collective interests, such as IOGC issues, policies, plans, priorities and resources. The Board also plays an important role in developing a vision to describe how the system for oil and gas management will function when First Nations assume control: the longer term calls for First Nations to assume eventual direction and control of IOGC. Six of the nine Board members are selected by the IRC and three by the Crown.



L-R: Strater Crowfoot, S. Robert Blair, Roy Fox (ex officio), Ernest Wesley, Bernard Shepherd, Judy Maas, Warren Johnson, James Ahnassay, Ben Ground. Councillor Errnol Gray not present.

At the end of the fiscal year, the IOGC Co-Management Board was comprised of the following members:

- **Mr. Bernard Shepherd**, White Bear First Nation (Co-Chairman)
- **Mr. Warren Johnson**, Assistant Deputy Minister, Lands and Trust Services, Department of Indian Affairs and Northern Development (Co-Chairman)
- **Chief Ernest Wesley**, Stoney First Nation
- **Councillor Ben Ground**, Enoch First Nation
- **Councillor Errnol Gray**, Aamjiwnaang First Nation
- **Mr. James Ahnassay**, Dene Tha' First Nation
- **Mr. S. Robert Blair**, Chairman Emeritus, Nova Corporation
- **Mr. Strater Crowfoot**, CEO and Executive Director, Indian Oil and Gas Canada
- **Ms. Judy Maas**, Treaty 8 Tribal Association, BC



INDIAN RESOURCE COUNCIL OF CANADA (IRC)

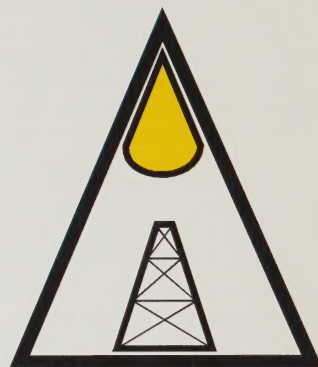


Established in 1987 as a stand-alone, First Nations owned and operated agency, the IRC acts as a representative voice for over 130 First Nations with oil and gas interests. Indian Oil and Gas Canada has had a positive and productive partnership with the IRC which both have worked to build. Six of the nine board members of IOGC are chosen by the IRC including the Co-Chairman.

The IRC serves their First Nation members by:

- Complementing the interests and activities of individual First Nations with respect to energy initiatives, including employment opportunities
- Developing and implementing employment and training programs
- Supporting member First Nations in their efforts to attain full management and control of their oil and gas resources
- Coordinating the promotion of initiatives with government, industry and other groups

The IRC serves both as a catalyst and an assistance provider for First Nations governments, business entities and individuals hoping to take advantage of business and employment opportunities associated with oil and gas development. The organization assesses the development potential of initiatives such as power and co-generated development and the use of natural gas as the feedstock in the production of electricity. With the deregulation of the Alberta energy industry and high natural gas prices, there is an opportunity for First Nations, many of which have good wells. Further to this, the IRC promotes the development of downstream, value-added oil and gas activities such as power development.



To these ends, the IRC is involved in the development and implementation of employment and training programs and the creation of alliances between First Nations and the oil and gas sector. It also supports First Nations in their efforts to attain full management and control of their resources and coordinates the promotion of initiatives with government, industry and other groups.

The IRC is headed by a President/CEO, Mr. Roy Fox (retired Chief of the Blood Tribe) reporting to a Board of Directors. The IRC Board consists of 15 First Nation elected leaders from Alberta, British Columbia, Ontario, Saskatchewan, and New Brunswick. The Chairperson of the IRC during the fiscal year was Bernard Shepherd of White Bear First Nation representing Saskatchewan First Nations.



STATUTORY AUTHORITIES

Statutory Authorities

IOGC operates in accordance with provisions of the:

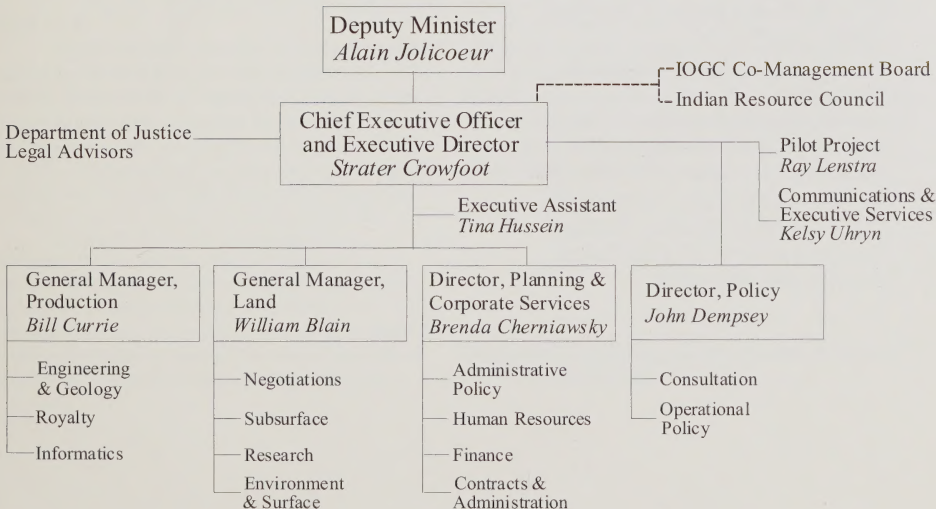
- Indian Oil and Gas Act
- Indian Oil and Gas Regulations, 1995

IOGC also enforces associated federal legislation including provisions of the:

- Indian Act
- other relevant legislation



IOGC Organizational Chart



MANDATE, MISSION, VISION AND VALUES

Mandate

The mandate of IOGC is to fulfill the Crown's fiduciary and statutory obligations related to the management of oil and gas resources on First Nations lands and to further First Nation initiatives to manage and control their oil and gas resources.

Mission, Vision and Values

Mission

Our mission is to work together with First Nations to manage their oil and gas resources.

Vision

- to develop a corporate culture that is innovative, proactive and progressive where employees are empowered and accountable
- to be fair and consistent in the application of policies and procedures
- to actively seek to understand First Nations cultures, goals and aspirations
- to be open and to share knowledge and information that promotes informed decision-making
- to strive for excellence in services provided
- to work with the First Nations and actively promote their objective of achieving full management and control
- to work in partnership with the IOGC Co-Management Board to develop options to achieve full First Nation management and control

Values

Integrity

- I will be honest
- I will be ethical and act above reproach
- I will be thorough and forthright

Respect

- I will be considerate, empathetic and open-minded
- I will value the opinions of others and strive to understand through active listening
- I will appreciate diversity

Shared Leadership/Teamwork

- We will work as a strong, cohesive team
- I will seek input from my partners to work with them towards a common goal

Positive Attitude

- I will approach changes and challenges with optimism
- I will embrace each day with a positive frame of mind
- I will participate in a positive manner

UNBI: IN SEARCH OF TECHNICAL EXPERTISE

By Raymond Lawrence

With funding shortfalls to deal with and limited natural resource-related expertise, the Union of New Brunswick Indians (UNBI) has been largely unable to capitalize on opportunities that could provide First Nations people with employment as well as opening the way for partnerships.

But the opportunities are there and many have come and gone while the UNBI and its 12 member nations have been relegated to the sidelines.

Ronald Perley, major projects liaison coordinator with the UNBI, says the natural resource-related industries have been unreceptive to the First Nations largely due to these shortfalls. In September 2001, to address the question of expertise, they joined the Indian Resource Council (IRC).

"We find ourselves at the threshold of a new industry and we want to be able to catch up as quickly as possible. We didn't have any experience in dealing with natural resource companies but we knew that out west the First Nations had a good deal of experience so we joined the Indian Resource Council hoping to tap into their expertise and catch up to the development that's being going on here," he says.

"They have the expertise plus some of the companies they've dealt with out west are here in New Brunswick and we hope that they've built up a relationship with those companies that can continue here in the East," he says. "They also have a relationship with the Canadian Association of Petroleum Producers, something we're trying to establish here."

"Right now we're waiting on the outcome of a case going through the court system that will answer the question of Aboriginal title," he says, but adds that any decision will likely be appealed to a higher court and quite possibly to the Supreme Court of Canada. Treaties remain in force that cover most of the Maritimes including New Brunswick; these, the First Nations assert, show their title to the lands.

Although the UNBI faces numerous challenges, they have been able to make some progress resulting in employment opportunities for First Nations people. "We have some heavy equipment operators and truck drivers who we trained and who found employment on the natural gas lateral line that was built to St. John," he says. "We have

nine truck and transport drivers and we had 19 heavy equipment operators who we trained. Now that they're trained they could go anywhere. Some of these people are now working on their own communities in forestry."

"We hope the companies will open up the doors because our people want employment. What we need to do is get our people trained." Fifteen people are currently being trained as level-2 gas technicians which the UNBI hopes will result in jobs installing natural gas furnaces and maintaining oil furnaces.

"Funding is one of the major obstacles right now. The companies won't treat us seriously unless we have money to come to the table but if we have money we feel they'll open their doors and partner with us," says Perley. He believes the key in the future is establishing partnerships with more local and regional companies and organizations. "We've tried to put a lot of pressure on them to open the doors but if you have money you could open the doors much faster. They'd be more interested in us coming on board plus we could invest in their projects."

To address this the UNBI met with E-3 Canada, an investment company with its head office in Kansas City, Kansas, and the chiefs signed an agreement in April 2003 to work with the organization. They hope to be able to access capital through E-3 Canada and to work in partnership with them on First Nation investments.

In the future the UNBI plans to negotiate agreements with other organizations that will allow them to participate more fully in natural resource industries. Planned natural gas pipelines will pass close to most of the First Nations in the province bringing with them the opportunities for employment and partnerships. The UNBI, with assistance from its new partners, intends to realize the benefits that have eluded them in the past.

Raymond Lawrence is a freelance writer of Ojibway and European ancestry.



DENE THA': OIL AND GAS INITIATIVES

By Raymond Lawrence

Dene Tha': Oil and Gas Initiatives Promise Long and Short-Term Rewards

The Dene Tha' First Nation felt relegated to the sidelines as oil and gas operations popped up in the Hay-Zama Lakes wetlands area on their traditional territory.

They knew the industry presented opportunities for jobs, subcontracting, and resource royalties, but without a management regime involving First Nations, the full potential of the opportunities remained elusive. Oil and gas operations had been active in the area for as much as three decades and the Dene wanted change.

"We have not benefited from the resource moneys coming into government coffers the way we should and we would sure like to see that change so that our people can be on even terms with everyone else," says Charlie Chisaakay, Dene Tha' Oil and Gas Lands Administrator.

"In the late 1960s and into the 1970s, without consultation, wells were drilled on several lakes and our people became concerned because it is a traditional territory. Our people used to live around those lakes. In 1993 the chief and council spoke with the industry through a series of meetings resulting in an agreement."

The discussions also led to the creation of the Hay-Zama Committee involving government, industry, First Nations, and groups concerned with protecting the local ecology.

The Hay-Zama Complex, where the oil and gas activity is taking place, is located in an ecologically sensitive flood area that flows into the Hay River. The area encompasses numerous lakes and wetlands and is recognized as a major nesting habitat for migratory birds.

The first order of business was to deal with environmental issues to ensure the lands that had sustained the First Nations would remain in their present, healthy state. The committee set to work developing a management regime that would provide them with increased access to resource opportunities.

In addition to these activities, in the mid 1990s discussions between several First Nations and Indian Oil and Gas Canada (IOGC) led to the development of a pilot project to devolve management and administration of on-reserve oil and gas activities to the specific First Nations. Dene Tha' is working towards building the necessary capacities to prepare themselves for the eventual transfer of those management and administrative responsibilities.

The project involves the Province of Alberta and the oil and gas industry, and stands to have far-

reaching positive implications that will be felt in the social, political, and economic fibre of the entire community.

Eventually, the First Nation will be able to take over complete control of oil and gas management and enforcement. "At that time we'll be set up fully with trustees, accountability measures, and transparency. We hope to be able to use the money we generate through this to keep our people off welfare because when our people are employed we can be self-sufficient."

Current efforts will, in effect, create a workable plan that will allow the First Nations to develop a more broad resource management regime based on what they are learning from the oil and gas industry. "The work is hectic at times and occasionally you feel that you're being snowed under by paper work but everything is moving ahead. Our objective is to develop capacity. We inspect the wells with IOGC technical people in order to learn that part of the work," says Chisaakay. To accelerate the process they have people studying in a number of related disciplines at the Southern Alberta Institute of Technology (SAIT).

The Dene Tha' are also involved in a conservation project using technology to catalogue and map out sites of cultural, traditional, and environmental importance using Global Positioning System (GPS). These sites, ranging from burial grounds to camp sites that remain in use today are mapped and stored electronically. This data, which is derived from traditional knowledge, provides a way for the First Nation to protect specific land areas while allowing oil and gas developments to proceed.

Industry is also employing new technology on the well sites in the Hay-Zama Complex. In order to monitor the area without excessive use of helicopters which are costly and can disturb nesting birds, webcams have been installed around well sites thus allowing petroleum companies to continually monitor their operations via the Internet. Also, to reduce environmental impacts, the companies must use existing pads for all drilling activities, including horizontal drilling to locate future reservoirs.

The overall efforts have not gone unnoticed. The committee formed between government, industry, and the First Nations has received an Emerald Award from the Government of Alberta in recognition of their work but reached a far greater landmark through the creation of the Hay-Zama Provincial Park in the summer of 2001. "This is a template for other wild land parks but for us the preservation of the Hay-Zama Complex is the most important part of our efforts."



OPERATIONS



IOGC has four distinct units that regulate the exploration, production and management of First Nations oil and gas resources.

- Executive Unit is accountable for overall agency planning and direction, consultation, policy development, pilot project management, communications and overall executive and legal services.
- Land Unit issues and administers agreements on First Nations lands.
- Production Unit monitors production and collects royalties.
- Planning and Corporate Services Unit is responsible for corporate planning, finance, administration and human resources.

EXECUTIVE UNIT

The Executive Unit, headed by the Chief Executive Officer, focuses on:

- Setting corporate direction and strategy
- Implementation of directives of the IOGC Board of Directors
- Operational policy development (including legislative/regulatory amendments) and consultation
- Communications and corporate executive services
- Legal services
- Management of the pilot project

Along with fulfilling the Crown's fiduciary and statutory obligations related to the management of oil and gas on First Nations lands, one of the unit's other central objectives is to further the aspirations and initiatives of First Nations to manage their petroleum resources.

To this end, the CEO and other members of IOGC's executive team act as senior level liaisons between:

- The IOGC Board of Directors
- First Nations elected leadership
- Other government agencies
- The Canadian oil and gas industry

Operational Policy Group

Reporting to the Executive Director, the Operational Policy group supports the work of the Land and Production units in developing oil and gas operational policies. The policy group has responsibility for:


- Operational policy development
- Commencing a continuous change process for amendments to the governing regime
- Advancing current proposed changes to the Indian Oil and Gas Act and Indian Oil and Gas Regulations, 1995
- Preparing and implementing an involvement approach to ensure all key parties have input into any proposed changes

Due to the organizational priority regarding proposed amendments to the legislative/regulatory regimes, 2002-2003 has seen the work of the unit focus almost exclusively on that initiative.




OPERATIONS

Management of the Pilot Project



The First Nations Oil and Gas Management Initiative, referred to as the "Pilot Project", also falls under the umbrella of the Executive Unit. This initiative was launched in 1994 and was developed to provide First Nations with the operational capacity to assume control and management of oil and gas resources on their reserve lands. The project was developed and initially implemented through a joint process involving First Nations, the Indian Resource Council (IRC) and the Department of Indian Affairs and Northern Development (DIAND) through its regulatory agency IOGC to transfer the full management of oil and gas resources from IOGC to the First Nations by 2005. Three First Nations are currently involved in the Pilot Project: Blood, Siksika, and White Bear.

Through a period of capacity development, training and evaluation, the Pilot Project continues to be a success, but key findings and complexities have indicated that if the complete transfer of oil and gas resource management to First Nations is to be successful, new legislation must be put into place.



A negotiation table was established in June 2001 and significant progress has been made toward resolution of many issues and concerns of the participating parties. IOGC continues to work with the Pilot First Nations, other regional First Nation representatives and federal and provincial government departments to continue to build on earlier work and bring forward a comprehensive legislative package that will allow First Nations to manage and control their resources. If everything proceeds according to plan, the Minister of Indian Affairs and Northern Development could introduce the new legislative package in 2004.

Communications/Executive Services Group

Responsibility for IOGC corporate and First Nations communications and executive services lies within the Executive Unit. The Communications/Executive Services Unit is responsible for:

- Ensuring the proper dissemination of information to First Nations, the public and government
- Development of corporate communications strategies regarding IOGC issues that have the potential to impact First Nations or the private sector
- Development and preparation of briefings on IOGC issues for senior DIAND/IOGC officials and the minister
- Preparation of communications plans, strategies, reports (including the Annual Report) and correspondence on IOGC activity

Legal Counsel

Department of Justice (DOJ) legal counsel play a vital support role, not only in terms of litigation matters, but especially in the contract and land issues that play such an important role in the day to day business of the organization. These activities include:

- Provision of legal advice with respect to the First Nations Oil and Gas Management Initiative and the IOGC Co-Management Board of Directors
- Regulatory, policy and operations advice as well as monitoring litigation in which IOGC is involved
- Provision of legal advice to the IOGC executive management committee

OPERATIONS

LAND UNIT

The Land Unit contains four groups: Negotiations, Subsurface, Research, and Environment and Surface.

Negotiations Group

This group is responsible for:

- Assessment of proposals by interested companies to ensure they reflect fair return and are competitive in accordance with IOGC's disposition policy
- Identifying, developing and promoting disposition options with First Nations to increase exploration and development of First Nations oil and gas resources
- Assisting First Nations in reaching agreements with companies by providing negotiation and facilitation expertise to support the negotiation process
- Providing information concerning subsurface leasing trends, sales prices and related policies to all interested stakeholders
- Providing advice to Treaty Land Entitlement (TLE) First Nations, and working together with various federal and provincial government departments and industry to facilitate the implementation of the TLE process

Disposition Policy and Royalty Studies Forum

A forum to assist individuals responsible for evaluating the impact of royalties and taxes on deals pertaining to First Nation lands was held at the Metropolitan Centre in Calgary on February 25, 2003. All existing IOGC lessees and companies interested in working on First Nation lands were invited to participate.

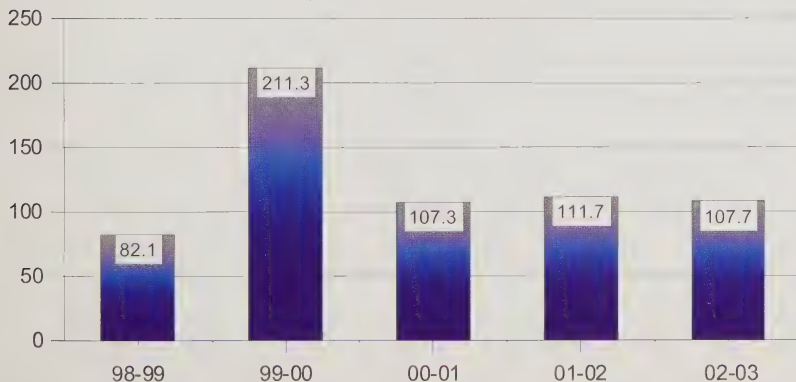
A brief presentation by IOGC negotiations staff described the business and regulatory environments that determine IOGC's current royalty position. Questions were answered, with the majority of the forum allocated to discussion of royalty issues and IOGC's Disposition Policy. Concerns and issues were noted by IOGC.

Many questions were related to proposed changes in the February 18, 2003 federal budget, which are designed to improve the taxation of resource income. IOGC staff noted that the proposed changes were not firm, and assured attendees that doing business on First Nation lands would remain competitive.

IOGC's Negotiations group plans to hold more forums of this sort in the future.



First Nation Lands Newly Leased, Permitted or Converted from Permit to Lease
(Thousand Hectares)



OPERATIONS



NEW SUBSURFACE LEASES 2002-2003

(Excluding lease selections from permits*)

First Nation	Company	Area Disposed (hectares)
Alexander First Nation	Lexoil Inc.	14.92
Blood Tribe	Bonavista Petroleum Ltd.	256.00
Drift Pile First Nation	Penn West Petroleum Ltd.	6,735.86
Frog Lake First Nation	Frog Lake Energy Resources Corp.	205.20
Loon River Cree Nation	FET Resources Ltd.	192.00
Loon River Cree Nation	Storm Energy Ltd.	173.32
Ochapowace First Nation	Action Energy Inc.	64.75
Onion Lake First Nation	Bonavista Petroleum Ltd.	2,323.63
Onion Lake First Nation	Canadian Natural Resources Limited	1,576.11
Onion Lake First Nation	Crescent Point Energy Ltd.	259.00
Onion Lake First Nation	Enermark Inc.	105.62
Onion Lake First Nation	Murphy Oil Company Ltd.	336.74
Onion Lake First Nation	Nexen Canada Ltd.	11,118.80
Siksika Nation	EOG Resources Canada Inc.	64.00
Siksika Nation	Marathon Canada Limited	0.56
Sucker Creek First Nation	Vintage Petroleum Canada, Inc.	512.00
Thunderchild First Nation	Thunder Oil Ltd.	844.33
Tsuu T'ina Nation	Tsuu T'ina Energy Corporation	1,536.00
Total		26,318.83 ha

NEW SUBSURFACE PERMITS 2002-2003

First Nation	Company	Area Disposed (hectares)
Blood Tribe	Anderson Energy Ltd.	17,872.56
Duncan's First Nation	Winstar Resources Ltd.	2,399.40
Frog Lake First Nation	Frog Lake Energy Resources Corp.	14,635.62
Loon River Cree Nation	Storm Energy Ltd.	5,622.60
Nekaneet First Nation	Regent Resources Ltd.	3,186.31
Poundmaker First Nation	101030924 Saskatchewan Ltd.	8,370.15
Sunchild First Nation	Burlington Resources Canada Ltd.	1,274.30
Thunderchild First Nation	Thunder Oil Ltd.	5,065.98
Total		58,426.92 ha

*Note: 22,972.18 hectares of permit lands were converted to 24 leases during this period.



OPERATIONS

Subsurface Group

This group is responsible for:

- Drafting and ensuring the execution of subsurface contracts and amendments in accordance with negotiated terms and conditions and with federal government regulations
- Monitoring contractual commitments
- Administration of subsurface oil and gas agreements throughout the life of the agreement, including financial commitments (excluding royalties) and First Nation suspense accounts

Research Group

This group is responsible for:

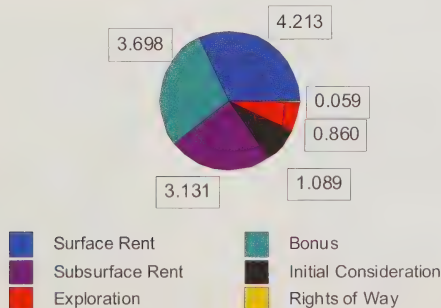
- Verifying legal title and mineral status of Indian reserve lands and former Indian reserve lands prior to subsurface disposition
- Verifying legal title and acreage leased by all parties (this may entail review of title for non-reserve lands) to determine the First Nation interest for pooling purposes and to ensure the production spacing unit is complete
- Providing mineral title status of Indian reserve or former Indian reserve land for the purposes of monitoring activity, land claims, and litigation

Environment and Surface Group

This group is responsible for:

- Management of matters and records relating to surface agreements and surface access, and for training and working together with First Nations and industry regarding surface dispositions for upstream oil and gas activities
- Ensuring all proposed oil and gas surface facilities and activities, including seismic and construction of surface leases and pipeline rights-of-way, undergo an environmental assessment as required by the *Canadian Environmental Assessment Act* (CEAA)
- Screening all environmental assessments to ensure environmental impacts are adequately mitigated as required by CEAA
- Imposition of environmental protection terms so that oil and gas companies comply with federal and provincial environmental legislation
- Performance of field inspections and audits of surface facilities to monitor industry compliance with the terms of surface agreements
- Drafting and ensuring execution of all surface agreements in accordance with negotiated terms and conditions and with federal government regulations

Land Monies from First Nation Lands
2002-2003 Total \$13.050 Million



OPERATIONS

PRODUCTION UNIT

The Production Unit includes three distinct groups: Engineering/Geology, Royalties and Informatics.

Engineering/Geology Group

Responsibilities for this group include:

- Provision of services led by four petroleum engineers to three geographical areas - North, South and Central
- Provision of the support of a professional geologist, an engineering technologist, and a production compliance analyst across all three geographical areas
- Execution duties in the functional areas of volumetric compliance, production monitoring and reservoir engineering
- Provision of technical evaluation as part of the review and processing of leases at the end of their primary and succeeding terms
- Maintenance of close liaison with other functional groups within the organization while performing these functions

The Compliance activities include:

- Ensuring that production volumes are measured accurately and reported correctly and inspecting production equipment located on reserves to ensure operation in an environmentally sound manner
- Monitoring the drilling and status of wells around reserves to identify situations where First Nations oil and gas resources are subject to the risk of being drained and taking appropriate measures to lessen the risk of drainage

- Ensuring that all necessary documents required by the Indian Oil and Gas Regulations and which pertain to drilling, servicing and abandoning wells in which a First Nation has a royalty interest, are provided by permittees and lessees
- Reviewing technical applications of various kinds which companies submit to the provincial regulatory authorities and which could potentially impact First Nations reserve lands

The Reservoir Engineering activities include:

- Providing yearly revenue forecasts to First Nations and the regional offices for budgeting purposes
- Evaluating oil and gas leases for continuance
- Processing applications to abandon wells and to convert wells for water disposal, fluid injection or use as observation wells. Prior to approving any such request, technical information contained in the well file is reviewed to obtain assurance that no economically recoverable oil or gas remains
- Providing advice to First Nations with respect to the economics presented by companies in support of their proposals for developing First Nations lands. This may involve an assessment of the remaining recoverable reserves of oil and gas
- Maintaining a hydrocarbon resource inventory



OPERATIONS

Royalties Group

Responsibilities of this group include:

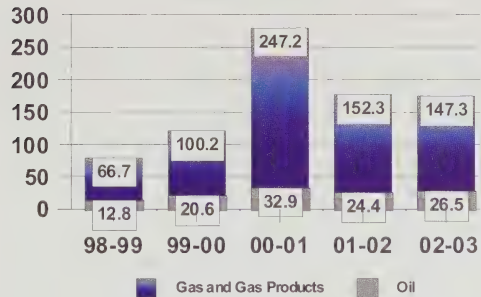
- Ensuring that all royalties are paid and accounted for, reconciling the royalty paid against the assessment to ensure First Nations receive their share of revenues from production of their resources
- Verification of prices reported by companies to ensure they are fair as compared with industry benchmark prices, third party invoices, or pricing statements
- Management of authorized deductions from gross royalties such as gas cost allowance and trucking
- Auditing of royalties submitted

Informatics Group

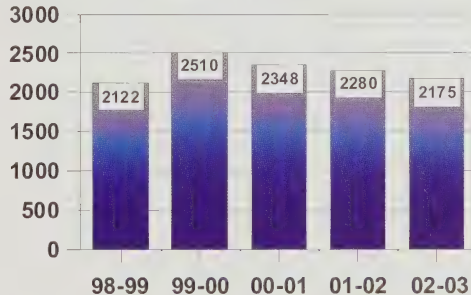
Responsibilities of this group include:

- Maintenance of the local area network and the data systems used by IOGC to track leases, production figures, rentals and bonuses
- Provision of support for other corporate systems including finance, word processing, spreadsheet and graphics-based programs

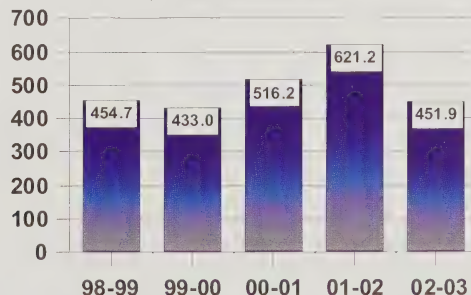
Royalty Revenue from First Nation Lands
(Millions of Dollars)



Gas Sales Volumes from First Nation Land
(Million Cubic Metres)



Oil Production from First Nation Lands
(Thousand Cubic Metres)



DRILLING SUMMARY - FIRST NATION INTEREST WELLS (2002-2003)

Summary	Oil Wells	50
	Gas Wells	64
	Disposal/Cased Wells	33
	Drilling	2
	Abandoned Wells	10
	Total Wells	159

Reserve	Well Name	Location (Surface)	Status	Total Depth (m)
Alexander #134, AB	PER 102 Alexander	02/06-15-056-27W4	Gas	1250
Alexis #133, AB	Auburn Coastal	00/14-19-055-03W4	Abandoned	1397
Blood #148, AB	Bonavista Blood	00/01-08-007-22W4 (4-9)	Cased	1290
Blood #148, AB	Bonavista Penny	00/12-03-008-22W4 (8-9)	Cased	1461
Blood #148, AB	Bonavista Penny	00/02-09-008-22W4 (8-9)	Cased	1264
Blood #148, AB	Bonavista Penny	00/06-09-008-22W4 (14-9)	Oil	1254
Blood #148, AB	Bonavista Penny	00/02-17-008-22W4	Oil	1324
Blood #148, AB	Bonavista Penny	00/08-18-008-22W4 (5-17)	Oil	1180
Blood #148, AB	Bonavista Penny	00/06-24-008-23W4	Gas	1359
Blood #148, AB	Bonavista Kipp	00/06-27-008-23W4 (7-27)	Oil	1518
Blood #148, AB	Bonavista Kipp	00/14-32-008-23W4	Oil	1674
Blood #148, AB	Bonavista Kipp	00/16-32-008-23W4	Oil	1576
Blood #148, AB	Bonavista Penny	00/16-28-008-23W4	Oil	1541
Blood #148, AB	Bonavista Penny	00/06-33-008-23W4	Oil	1554
Blood #148, AB	Bonavista Kipp	00/08-33-008-23W4	Oil	1406
Blood #148, AB	Bonavista Penny	00/10-34-008-23W4	Oil	1248
Blood #148, AB	Hunt Anderson Kipp	00/07-14-008-24W4	Abandoned	1815
Blood #148, AB	Bonavista Penny	00/10-02-009-23W4	Cased	1264
Blood #148, AB	Bonavista Penny	00/02-04-009-23W4	Oil	1514
Blood #148, AB	Bonavista Penny	00/06-05-009-23W4	Oil	1582
Blood #148, AB	Bonavista Penny	00/08-05-009-23W4 (6-5)	Oil	1673
Blood #148, AB	Bonavista Penny	00/10-05-009-23W4	Oil	1561
Blood #148, AB	Bonavista Penny	00/12-05-009-23W4 (9-6)	Oil	1520
Blood #148, AB	Bonavista Penny	00/06-06-009-23W4	Oil	1848
Blood #148, AB	Bonavista Penny	00/08-06-009-23W4	Oil	1615
Blood #148, AB	Bonavista Penny	00/14-06-009-23W4	Oil	1523
Blood #148, AB	Bonavista Penny	00/16-06-009-23W4 (9-6)	Oil	1591
Blood #148, AB	Bonavista Penny	00/04-15-009-23W4	Gas	1303
Blood #148, AB	Bonavista Penny	00/09-17-009-23W4 (12-16)	Gas	1378
Cold Lake #149, AB	Baytex 1D Beaverdam	00/01-16-061-02W4 (8-16)	Oil	576
Cold Lake #149, AB	Baytex 7C Angling	00/07-15-061-02W4	Oil	535
Cold Lake #149, AB	Baytex 13C Beaverdam	04/13-15-061-02W4	Oil	490
Cold Lake #149, AB	Baytex 13B Beaverdam	05/13-15-061-02W4	Cased	585
Cold Lake #149, AB	Baytex 13A Beaverdam	06/13-15-061-02W4	Oil	533
Cold Lake #149, AB	Baytex 14C Beaverdam	04/14-15-061-02W4 (13-15)	Oil	519
Cold Lake #149, AB	Baytex 14D Beaverdam	05/14-15-061-02W4 (13-15)	Oil	646
Cold Lake #149, AB	Baytex 4B Beaverdam	02/04-22-061-02W4 (13-15)	Oil	635
Cold Lake #149, AB	Baytex 8C Beaverdam	02/08-16-061-02W4	Oil	576
Cold Lake #149, AB	Baytex 8D Beaverdam	03/08-16-061-02W4	Cased	741
Cold Lake #149, AB	Baytex 8A Beaverdam	04/08-16-061-02W4	Oil	674
Cold Lake #149, AB	Baytex 15D Beaverdam	00/15-16-061-02W4 (1-21)	Oil	592
Cold Lake #149, AB	Baytex 16A Beaverdam	00/16-21-061-02W4	Cased	538
Cold Lake #149, AB	Baytex 7C Beaverdam	04/07-22-061-02W4	Oil	499
Cold Lake #149, AB	Baytex 8D Beaverdam	00/08-22-061-02W4	Oil	703
Cold Lake #149, AB	Baytex 8B Beaverdam	02/08-22-061-02W4 (7-22)	Oil	543
Cold Lake #149, AB	Baytex 8C Beaverdam	03/08-22-061-02W4 (7-22)	Oil	519
Cold Lake #149, AB	Baytex 10A Beaverdam	00/10-22-061-02W4 (7-22)	Oil	538
Cold Lake #149, AB	Baytex 10B Beaverdam	02/10-22-061-02W4 (7-22)	Oil	648
Cold Lake #149, AB	Baytex 10D Kent	03/10-22-061-02W4 (16-22)	Cased	597
Cold Lake #149, AB	Baytex 16D Kent	03/16-22-061-02W4	Cased	622
Cold Lake #149, AB	Baytex 1B Kent	00/01-27-061-02W4 (16-22)	Cased	725
Cold Lake #149, AB	Baytex 3B Beaverdam	00/03-07-062-02W4 (14-6)	Oil	450
Cold Lake #149, AB	Baytex 1A Beaverdam	00/01-32-061-02W4 (4-33)	Oil	702

DRILLING SUMMARY - FIRST NATION INTEREST WELLS (2002-2003)

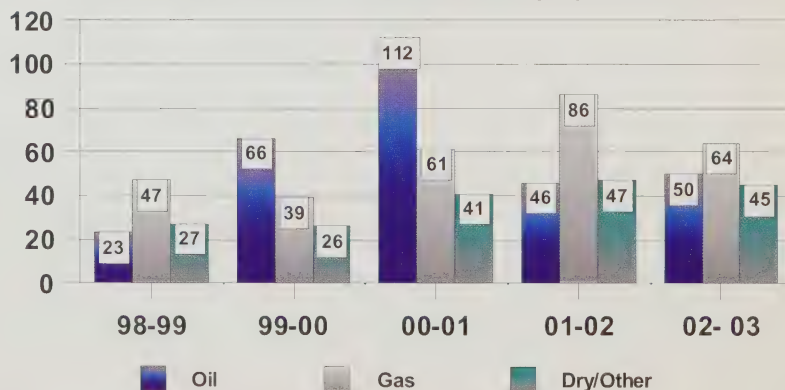
Reserve	Well Name	Location (Surface)	Status	Total Depth (m)
Cold Lake #149, AB	Baytex 2C Beaverdam	00/02-01-062-03W4 (7-1)	Cased	590
Cold Lake #149, AB	Baytex 10D Beaverdam	02/10-01-062-03W4 (15-1)	Cased	479
Ermieskin #138, AB	EP Velvet Nelson	00/09-04-045-25W4	Cased	580
Halfway River #168, BC	AECL Halfway	00/07-23-086-25W6 (2-23)	Cased	1468
Hay Lake #209, AB	Castle River Sousa	00/08-04-112-05W6	Oil	1540
Hay Lake #209, AB	Devlan 102 Sousa	02/16-05-112-05W6	Gas	309
Hay Lake #209, AB	Crispin Sousa	00/11-04-113-05W6 (12-4)	Oil	1570
Hay Lake #209, AB	Navigo Sousa	00/07-08-112-05W6	Gas	286
Hay Lake #209, AB	Navigo Sousa	00/04-12-112-05W6	Gas	313
Hay Lake #209, AB	Castle River Sousa	00/15-33-112-05W6 (14-33)	Oil	1655
Hay Lake #209, AB	Navigo Sousa	00/07-29-112-05W6	Gas	309
Heart Lake #167, AB	Java Mills	00/16-24-069-11W4	Gas	486
Heart Lake #167, AB	Java Mills	00/03-19-070-10W4	Gas	369
Heart Lake #167, AB	Java Mills REN	00/11-01-070-11W4	Cased	490
Heart Lake #167, AB	Java Mills REN	00/06-12-070-11W4	Cased	475
Heart Lake #167, AB	Java Mills	00/03-14-070-11W4	Gas	514
Horse Lakes #152B, AB	AECOG(W) Sinclair	00/03-23-073-12W6	Cased	2635
Horse Lakes #152B, AB	ECA ECOG Sinclair	02/03-23-073-12W6	Gas	2552
Horse Lakes #152B, AB	ECAOG Sinclair	00/07-26-073-12W6 (11-26)	Gas	2654
Horse Lakes #152B, AB	ECAOG Sinclair	00/15-35-073-12W6	Gas	2561
Little Pine #116, SK	Cavell Carruthers	111/02-22-045-22W3	Gas	602
Little Pine #116, SK	Cavell Carruthers	131/07-19-045-21W3	Abandoned	634
Loon Lake #235, AB	Storm Loon	00/16-24-086-10W5	Oil	1459
Loon Lake #235, AB	Storm Loon	00/15-03-087-09W5 (1-10)	Oil	1575
Loon Lake #235, AB	Storm 02 Loon	02/08-20-087-09W5	Oil	1510
Loon Lake #235, AB	Storm Red Earth	00/05-28-087-09W5	Oil	1468
Ministikwan #161A, SK	UPOG Mudie Lake	141/05-31-059-25W3	Cased	550
Ministikwan #161A, SK	UPOG Mudie Lake	111/11-25-059-26W3	Cased	498
Ministikwan #161A, SK	UPOG Mudie Lake	101/10-01-060-26W3	Cased	504
New Thunderchild #115B, SK	Avalon Thunderchild	131/11-04-052-20W3	Gas	607
O'Chiese #203, AB	BRCL Willesden Green	00/10-30-044-09W5	Gas	1593
O'Chiese #203, AB	BRCL Ferrier	02/06-24-044-10W5	Cased	1711
O'Chiese #203, AB	BRCL Ferrier	02/07-25-044-10W5	Gas	1635
O'Chiese #203, AB	BRCL 103 Ferrier	03/06-24-044-10W5	Gas	2796
O'Chiese #203, AB	BRCL Pembina	00/14-36-044-10W5	Cased	1602
O'Chiese #203, AB	BRCL Pembina	00/10-02-045-10W5	Gas	1580
O'Chiese #203, AB	BRCL Pembina	00/09-31-044-09W5 (15-31)	Gas	1595
Peigan #147, AB	EPOG Peigan	00/07-04-008-27W4	Abandoned	3312
Poundmaker #114-6B2, SK	Devon Manitou Lake	00/07-02-044-27W3	Abandoned	702
Saddle Lake #125, AB	Auburn Keyano Cache	00/03-21-057-11W4	Gas	689
Saddle Lake #125, AB	Auburn Keyano Cache	00/14-03-057-12W4	Gas	663
Saddle Lake #125, AB	Auburn Keyano Cache	00/12-10-057-12W4	Gas	607
Saddle Lake #125, AB	Auburn Keyano Cache	00/13-14-057-12W4	Gas	680
Saddle Lake #125, AB	Auburn Keyano Stry	00/10-24-057-13W4	Gas	700
Saddle Lake #125, AB	Auburn Keyano Cache	00/11-02-058-12W4	Gas	669
Saddle Lake #125, AB	Auburn Keyano Cache	00/07-18-058-12W4	Gas	705
Siksika #146, AB	Moxie Jumpbush	00/16-20-020-19W4	Gas	790
Siksika #146, AB	Moxie Lathom	00/10-24-020-19W4	Gas	684
Siksika #146, AB	Moxie Jumpbush	00/08-28-020-19W4	Gas	765
Siksika #146, AB	Moxie Keywest 102 Jbush	02/05-17-020-19W4	Gas	796
Siksika #146, AB	Moxie Jumpbush	00/12-29-020-19W4	Cased	817
Siksika #146, AB	Moxie Jumpbush	00/04-19-020-19W4	Gas	829
Siksika #146, AB	Hunt 102 Bassano	02/07-09-021-19W4 (2-9)	Gas	1352
Siksika #146, AB	Hunt 100 Bassano	00/16-11-021-19W4	Gas	1312
Siksika #146, AB	Hunt Jumpbush	00/03-31-020-21W4	Gas	1461
Siksika #146, AB	Hunt Gleichen	00/09-28-021-21W4	Abandoned	1475
Siksika #146, AB	Del Roca SERC	00/06-26-021-20W4	Gas	1152
Siksika #146, AB	Del Roca SERC	00/16-17-021-19W4	Gas	715
Siksika #146, AB	Best Pacific Shouldice	00/07-06-021-22W4	Gas	965
Siksika #146, AB	Best Pacific Shouldice	00/13-06-021-22W4	Gas	972



DRILLING SUMMARY - FIRST NATION INTEREST WELLS (2002-2003)

Reserve	Well Name	Location (Surface)	Status	Total Depth (m)
Siksika #146, AB	Best Pacific Shouldice	00/14-06-021-22W4	Gas	970
Siksika #146, AB	Best Pacific Shouldice	00/11-02-021-23W4	Gas	977
Siksika #146, AB	Best Pacific Shouldice	00/08-12-021-23W4	Gas	977
Siksika #146, AB	EOG Shouldice	00/14-07-021-23W4	Gas	977
Siksika #146, AB	EOG Shouldice	00/08-08-021-23W4 (3-8)	Gas	1437
Siksika #146, AB	EOG Shouldice	00/03-33-021-23W4 (1-32)	Cased	1797
Siksika #146, AB	EOG Farrow	00/14-03-021-24W4	Cased	1006
Siksika #146, AB	EOG Farrow	00/16-12-021-24W4	Gas	975
Siksika #146, AB	EOG Farrow	00/08-14-021-24W4 (15-11)	Cased	1447
Siksika #146, AB	EOG Farrow	00/14-14-021-24W4 (8-15)	Cased	1469
Siksika #146, AB	EOG Farrow	00/14-27-021-24W4 (16-28)	Gas	1465
Siksika #146, AB	EOG SERC Blackfoot	00/16-19-022-23W4	Cased	1604
Siksika #146, AB	Response SERC Blackfoot	00/08-36-022-24W4 (9-36)	Cased	1743
Siksika #146, AB	Petrobank SERC 103 Jumpbush	03/14-24-020-21W4	Cased	1375
Siksika #146, AB	Petrobank SERC 103 Jumpbush	03/14-24-020-21W4	Oil	1375
Siksika #146, AB	Petrobank SERC 102 Jbush	00/08-25-020-21W4 (9-25)	Cased	1754
Stoney #142-144, AB	Olympia JumpW	00/15-35-025-06W5 (11-35)	Gas	2660
Stoney #142-144, AB	Olympia JumpW	00/05-25-025-06W5 (8-26)	Drilling	
Stoney #142B, AB	PC 13-18 DR Wildcat Hills	00/02-19-027-06W5 (13-18)	Gas	2503
Stoney #142B, AB	PC 14-17 DR Wildcat Hills	00/02-20-027-06W5 (14-17)	Gas	2504
Stoney #142B, AB	Suncor Chiniki	00/06-36-024-08W5 (2-36)	Drilling	
Stony Plain #135, AB	Ketch Yekau Lake	00/01-10-052-26W4	Abandoned	1371
Stony Plain #135, AB	Ketch 103 Yekau Lake	03/02-10-052-26W4	Oil	1369
Stony Plain #135, AB	Ketch Acheson East	03/13-11-052-26W4	Oil	1367
Sucker Creek #150A, AB	Genesis Grouard HZ	00/16-31-074-14W5 (16-36)	Oil	2193
Sucker Creek #150A, AB	VPCI 102 Joussard	02/12-29-074-14W5 (16-30)	Abandoned	2205
Sucker Creek #150A, AB	VPCI 102 Joussard	02/07-36-074-15W6 (5-31)	Oil	1950
Sucker Creek #150A, AB	Genesis Grouard HZ	00/04-06-075-14W5 (16-36)	Oil	1731
Sunchild #202, AB	BRCL Ferrier	00/11-34-042-10W5	Gas	2966
Sunchild #202, AB	BRCL Ferrier	00/07-35-042-10W5	Cased	2935
Sunchild #202, AB	BRCL Ferrier	00/06-03-043-10W5 (16-3)	Gas	3130
Sunchild #202, AB	BRCL Ferrier	00/04-11-043-10W5 (16-3)	Gas	3149
Thunderchild #115M, SK	Bonavista Makwa DD	00/05-25-059-23W3 (12-25)	Gas	405
Tsuu T'ina #145, AB	Compton Sarcee	00/16-06-023-02W5	Gas	2714
Tsuu T'ina #145, AB	Compton Sarcee	00/07-13-023-04W5 (6-13)	Gas	3085
Unipouheos #121, AB	Devon 102 Lindberg	02/03-29-056-03W4	Gas	449
Wabamun #133A, AB	Hadrian Highvale	00/01-21-052-03W5	Gas	1465
Wabamun #133A, AB	Hadrian Highvale	00/15-22-052-03W5	Gas	1459
Wabamun #133A, AB	Hadrian Highvale	00/15-27-052-03W5	Gas	1453
Wabasca #166, AB	ECA ECOG 102 Hoole	02/13-01-080-24W4	Gas	453
Whitefish Lake #128, AB	Auburn Keyano Ashmont	00/11-31-061-12W4 (10)	Gas	640
Whitefish Lake #128, AB	Auburn Keyano Craigend	00/10-02-062-13W4	Gas	532
Woodland Cree #226, AB	Capture Golden	00/16-36-086-14W5	Abandoned	1660
Woodland Cree #226, AB	Capture Cadotte	00/04-22-086-16W5	Cased	549
Woodland Cree #226, AB	Capture Cadotte	00/11-27-086-16W5	Abandoned	532

Wells Drilled on First Nation Lands by Type of Well



OPERATIONS

PLANNING AND CORPORATE SERVICES

Planning and Corporate Services (PCS) comprises four groups headed by the Director, Planning and Corporate Services. The unit manages and coordinates planning for the organization resulting in a Regional Management Plan. PCS's key responsibilities include provision of essential corporate services that relate to administrative policy, human resources, finance, contracts and administration.

Policy Group

This group maintains a strategic role in the following:

- Development of corporate administrative policies
- Coordination of the approval of new administrative policies and changes in existing policies

Human Resources Group

The principal responsibilities of this group are:

- The provision of complete personnel services to IOGC senior management and employees
- Administration of the special human resources classification and other programs required by IOGC as an organization with separate employer status
- Training and development
- Recruitment and staffing
- Staff relations and compensation

Contracts and Administration Group

This group provides IOGC with a variety of administrative services, including:

- Contract administration
- Maintenance of central records
- Facility management
- Purchasing
- Security
- The handling of access to information requests
- Maintenance of a resource library

Finance Group

This group is responsible for:

- The provision of complete corporate financial service to IOGC in the areas of accounting operations, financial systems, budget allocation, management variance reporting and funding to pilot First Nations for oil and gas initiatives
- Administration of the decentralized IOGC budget
- Collection and processing bonus, lease and royalty payments to First Nations trust accounts through IOGC's Resource Information Management System (RIMS)



2002-2003 FINANCIAL OPERATIONS



Funding

2002-2003 Budget Allocation	\$10,376,518
Carry Forward from 2001-2002	<u>\$125,000</u>

Total Funding

\$10,501,518

Expenses, Contributions & Transfers

Expenses

Salaries	\$4,790,828
Operations & Maintenance	
Inventory Management Services	9,119
Disposition/Amendment Management Services	99,239
Contract Management Services	42,387
Monitoring and Verification Management Services	950,115
Operations Framework (Policy) Services	526,334
Corporate	1,088,880
Informatics	748,143
IOGC Board	5,816
Total Operations & Maintenance	\$3,470,034

Contributions & Transfers

IRC - Partnership	367,000
- IOGC Board	75,000
- Other IRC/FNET Projects	210,550
First Nations Oil & Gas Management Initiative	1,339,342
Contingency (20%) - O&M to Salary Transfer	66,366
Carry Forward to 2004-2005	54,000
Other Contributions & Transfers	61,740
Total Contributions & Transfers	<u>\$2,173,998</u>

Total Expenses, Contributions & Transfers

\$10,434,860

Surplus/Deficit

\$66,658



Revenues Collected on Behalf of First Nations

Royalties	\$173,853,774
Bonus	\$3,698,482
Compensation and Rentals	<u>\$9,351,994</u>

Total Revenues Collected on Behalf of First Nations

\$186,904,251



PHOTO CREDITS

All black and white photos used were courtesy of the Glenbow Museum located in Calgary, Alberta.



Glenbow Archives NA-667-372
Three Sarcee (Tsuu T'ina) women.
L-R: Mrs. Old Widow Spotted; Mary Big
Belly; Maggie Big Belly.
Date: ca. 1930s



Glenbow Archives NA-667-442
"Tony" Fine Young Man, Sarcee (Tsuu T'ina)
Date: ca. 1920s



Glenbow Archives NA-667-376
Big Knife wearing horned headdress, Sarcee
(Tsuu T'ina). Born about 1850, died 1924.
Date: ca. 1920s



Glenbow Archives NA-1773-27
Blackfoot boys with bows and arrows, unnamed.
Date: 1885



Glenbow Archives NA-293-1
Cree and Stoney chiefs.
L-R: Jonas Goodstoney, Stoney; Samson,
Cree; Pakan or James Seenum, Cree.
Date: October 4, 1886



Glenbow Archives NA-1700-21
Sioux girl, unnamed.
Date: 1908



Glenbow Archives NA-2289-1
Stoney woman with child, Morley, Alberta,
unnamed.
Date: 1902



Glenbow Archives NA-1700-6
Cree man in canoe, unnamed.
Date: ca. 1910





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